



~~TOP SECRET//COMINT~~

Defense)) Mr. ((Robert A.)) Lovett and Bill Foster ((William C. Foster)), who were two entirely different characters. So I voted for the "Defense Agency." You'll have to ask Joe Wenger just exactly how he got that in, because he was our representative on the committee that was act... that activated Executive Order... what, 9? What was it? Was that the number of it?

**Carter:** NSCID 9.

**Canine:** NSCID 9.

**Carter:** Yes, sir.

**Canine:** And they had a hell of a time drafting that thing.

**Carter:** Yes.

**Canine:** I sent it back about ten times. ((Brigadier General)) John Magruder was the Defense Department fellow on that, and Chip Bohlen ((Charles Bohlen)) was the State Department man, who... both of whom were very cooperative, even...

**Carter:** Yes.

**Canine:** I'd known Chip when he was counselor in Paris. When I was G-4 in... at Heidelberg, why, Chip was my contact in the American Embassy when we were trying to lay on that line of communications.

**Carter:** Mm hmm.

**Canine:** And he could talk better French than the Frenchmen could—and outtalk them. And I couldn't talk a word of French ((chuckling heard)) except, well, some odd words.

**Carter:** Yeah, like (B% *coucher*) *avec*?

**Canine:** Yes, that's right ((laughter heard))—that I had learned during World War I. So blame me. I have nobody to blame, in other words, than myself for the fact that the seal, when you first... when it was first adopted... Who adopted the first seal? When was that first made?

**Carter:** That was done under ((Lieutenant)) General ((John A.)) Samford ((USAF)), I believe.

**Canine:** Oh...

**Carter:** Correct me if I'm wrong. Around 1961, I suppose; '62. Somewhere along in there. And it did have the "Department of Defense" on it.

**Canine:** Yeah.

**Carter:** It's a very busy seal...

**Canine:** Oh...

**Carter:** With arrows and...

**Canine:** Oh...

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- Carter:** All sorts of things. We wanted to simplify it. So what we did, General, was take this... This is the *Exceptional Civilian Service Award* for NSA employees...
- Canine:** Mm hmm, mm hmm.
- Carter:** With which you are familiar.
- Canine:** Yes.
- Carter:** But we... And that has been approved by the Department of Defense. So we s... we're on very good grounds when we adopted this seal for NSA.
- Canine:** They couldn't complain.
- Carter:** Well, they haven't yet. ((General Canine chuckles.)) And we've been at it now for three years, so I think we're down the road. In that connection, I'd like to present you with this replica of the seal...
- Canine:** Well, thank...
- Carter:** Made in our shop—Colonel Herrelko's shop.
- Canine:** Well, thank you very much. I...
- Carter:** And of course, you can take this one with you, too. And you have your flag?
- Canine:** I have my flag, thanks to you.
- Carter:** Now, the fact that NSA is under the aegis of the Department of Defense for support and administration doesn't give me too much problem. We should be secunded to someone. And the bulk of the collection assets are overseas as you know, and are manned by the military.
- Canine:** Hmm.
- Carter:** So what does give me problems are the numbers of layers within the Department of Defense at the civilian level through whom I have to work in order to get to the Secretary. When you were Director, did you have this problem?
- Canine:** No, not at all; not at all. I worked for Charlie Wilson ((Secretary of Defense Charles Erwin Wilson)) and his deputy. There were three deputies. One of them was that..the fellow that he brought down from General Motors, wasn't he?
- Carter:** Yes, yes.
- Canine:** The next one... The second one, he was Mr. ((Robert B.)) Anderson, who be... who left the Deputy Secretaryship for a little while and then became Secretary of the Treasury.
- Carter:** Yes.
- Canine:** And the last one was a fellow by the name of ((Reuben B.)) Roberston ((Jr.)), who is now dead. He was killed about 20 minutes after he retired

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from the Deputy Secretaryship. Mr. Wilson retired very shortly after I turned my suit in, and went down to his ranch in Mississippi and died...

**Carter:** Not too long afterwards.

**Canine:** No, it was not too long...

**Carter:** Yes.

**Canine:** Not too long afterwards. So I worked... And I certainly had no problems with the Defense Department when Mr. Lovett was Secretary and Bill Foster was Deputy Secretary.

**Carter:** Yes.

**Canine:** All I had to do was tell that little girl that was secretary in Mr. Lovett's office that I wanted to see him, and I went in.

**Carter:** Well, I have no trouble getting in to see Mr. ((Deputy Secretary of Defense Paul)) Nitze or Mr. ((Secretary of Defense Clark)) Clifford. This is not the problem. It's the directives that come from all levels that include the National Security Agency as one of the administrative Defense agencies. And I...

**Canine:** Well, of course, they've changed the rules on you.

**Carter:** They surely have.

**Canine:** They didn't have any... What do they call that for... that... ?

**Carter:** "McNamara's Band"? ((He chuckles.))

**Canine:** Well, that's in effect was it was. What... You see, our appropriations run in the Army budget.

**Carter:** Yes.

**Canine:** They were hidden in the Army budget. I myself couldn't take an Army budget and find out where my money was. I didn't need to. I didn't have to. Bob Sikes ((Congressman Robert L.F. Sikes)) took care of that, who was Chairman of the ((House)) Appropriations Panel most of the time that I was Director.

**Carter:** Yes.

**Canine:** The only... Jerry Ford ((Congressman Gerald R. Ford)) was the chairman for the...

**Carter:** Yes.

**Canine:** First of the...

**Carter:** They are both great supporters of NSA.

**Canine:** Well, as a matter of fact, I had no trouble with any of the people in the... Old Man ((Carl)) Hayden ((Congressman and Senator)): I only went once, and that was to get the money for... not this building. Yeah, this building! I went... I had to go to Hayden to get that... to get that

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appropriation. And ((Congressman)) Carl Vinson... No, I'm in the wrong (B% period)... Who was chairman...? ((Congressman)) Cannon! The man's dead now.

**Carter:** Yes.

**Canine:** The Chairman of the House Appropriations Committee, who hadn't even been *in* the hearing room when I presented it ((he chuckles)).

**Carter:** Right.

**Canine:** But Bob Sikes or Jerry Ford... I guess it was Jerry Ford that ((he pauses))... No. No, it wouldn't have been Hayden chairman then. So it must have been Bob Sikes that I'd briefed him. And we talked about the Agency, oh, I don't know what about. I don't remember. He didn't know anything about it. He didn't know what questions to ask.

**Carter:** Yes.

**Canine:** He didn't... He knew the total amount of money that was in my budget and that was about... That's about all we talked about.

**Carter:** Well, our... Our relationships with our Congressional committees are very good. We have no problems and we level with them. I say again, however, that the administrative burdens placed upon us by this layering in the Department of Defense... I envy you the opportunity to have been Director/NSA without having to live with those inhibitions.

**Canine:** I'm afraid I'd have turned my suit in right then and retired early, Pat.

**Carter:** That's a very pleasing thought, General. ((Laughter heard.)) I...

**Canine:** If you want to know how often I threatened to do that, ask Suzie ((Thelma "Suzie" Fontayn, General Canine's secretary)). She'll tell you how often I walked out and I said, "I may not be Director when I come back." ((He laughs.))

**Carter:** Yes, well, I say that quite often, but I... not out loud because I like the job. ((He laughs.)) So... I know you do, too.

**Canine:** Oh... I don't suppose anybody ever took a job that he thought he didn't want as much as I took this job. But I had a good time out here. These are great guys to work for.

**Carter:** I've found it that way. Some of them are troublesome.

**Canine:** Well, I... Some of those... You ought to have had some that I had, that are no longer here, Pat! ((Laughter heard.))

**Carter:** I still got some of them. ((More laughter heard.))

**Canine:** You mean, I couldn't fire them? Well, I expect I... I see them in the hall, so I know who you're talking about. ((He chuckles.))

**Carter:** They're good troopers, the bulk of them.

**Canine:** The bulk of them will do what you tell them to do when you tell them to do

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it.

**Carter:** We sound like a couple of old soldiers reminiscing about our civilian counterparts. ((He laughs.))

**Canine:** Yeah.

**Carter:** But I have found this agency to be totally (B% unsixed) as far as any military-civilian (B% kind of) relationship.

**Canine:** That was my number one... That was my first problem, was to solve the civilian-military... There wasn't a civilian in a position of prime importance. Well, Bill Friedman, we'll say as my consultant, might have been a... said to have been in prime importance. But not one of these people that you see here, or you go out in the hall and see as they go by, had a job that was in the top level at all, and...

**Carter:** Yes.

**Canine:** We finally got some super grades, and (B% John Macy) did a lot for me.

**Carter:** He's been extremely helpful to me, too.

**Canine:** He was...not Chairman. He was the Executive Director at...

**Carter:** Yes.

**Canine:** At that time. There was some defeated congressman who was chairman of the committee. I don't remember his name. But I remember John Macy...I went down to see John Macy, and he took me in to see him. And I probably talked to him ten, fifteen minutes. And that's the only time I ever went in there.

**Carter:** Well, we now have a hundred and sixty ((160)) super grades. And there's legislation before the Congress to authorize us thirteen general officer slots. So the business has expanded considerably over the past five years. I still think we should have greater military participation at all levels up to perhaps 25 percent—whereas we're now running about 16 percent military but...As I see it, the military...

**Canine:** This is worldwide?

**Carter:** Worldwide, yes, sir. As I see it, the...er...No, I beg your pardon: within NSA organization alone.

**Canine:** ((He acknowledges.))

**Carter:** But as I look down the road, I see the military losing competence in cryptologic activities, rather than gaining it—which is one reason I've gone more and more to civilians in the more responsible positions—just as you did.

**Canine:** It was about...just about the only thing I could do, was to recognize the fact that these guys were here and were more than breathing.

**Carter:** Yes.

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- Canine:** Some... And I had some military guys around here that were just breathing. That was all—and taking up space.
- Carter:** This is not a rare instance right now. ((Chuckling heard.)) I have both civilians and military who stacked arms twenty years ago. They're hard to find, you know?
- Canine:** Ah, the...
- Carter:** But they're there.
- Canine:** I had fought the 1<sup>st</sup> World War with the guy who was the... in the comparable place... spot, over in the Pentagon, of Chief of (B% OFO). His name was (B% Miller), and he's now dead. All I had to do was call him up, and the guy didn't come to work in the morning. And I was not bashful about calling him up. And he never complained. He found... Well, I'll give you an example. One fellow who was... had... he... I tried him out as Chief of Personnel. He was Chief of Personnel when I got here, and I moved him to Chief of Security. And then, I called Miller up, and he reenlisted as a master sergeant. And somebody told me that he had retired the other day. ((TR NOTE: Audio recording stops; then resumes.))
- Carter:** I think you were predominately responsible for cementing the relationships with GCHQ, General. Could you give us some feel of how that developed?
- Canine:** When I became Director, I got on an airplane and went to the Pacific—Earl Cook had never been out there—by way of Alaska. That's when I found out that the pilot didn't have to see the ground to land because I felt the wheels hit at Adak. I looked out. And it was just about... And the right wing was just about that far from that mountain. But we were down. You couldn't see your hand in front of you. I don't know how he got it down. He got it down a couple of times after that. So I had enough confidence that I flew him again. ((Laughter heard.)) When I got back home, I cleaned off my desk by throwing most of it in the wastebasket, and went to England.
- Carter:** That's a new thought, too—that... Revolutionary. I think I'll try that. ((Chuckling heard in background.))
- Canine:** Well, that's the way I handled a lot of my stuff, was just throw it in the wastebasket. I don't know whether Suzie retrieved any of it ((chuckling heard)), but I doubt it very much. She had enough to do to keep track of the stuff that I was pushing out. ((He laughs.)) The requirements I threw... Most of the requirements that I threw in the wastebasket was... Oh, I would have had twice as many people as you've got now if I had answered all of them. ((More chuckling heard.))
- Carter:** It's...
- Canine:** The...
- Carter:** So...

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- Canine:** I suggest you try that. They don't know what they ask you. They...
- Carter:** We...
- Canine:** They'll never miss them!
- Carter:** We don't throw in the wastebasket. We file them without further action.
- Canine:** Oh! Well, that's...
- Carter:** So at least there's a record here. ((Laughter heard.)) But reverting to the same problem, of course, our resources can't possibly meet all of the requirements placed upon us.
- Canine:** Oh, it's really silly.
- Carter:** We... But we are fortunate in having a very close relationship with the British, which I'm sure you were responsible for developing.
- Canine:** I went to England, oh, several times. But I got Eric Jones ((Director, GCHQ 1952-1960)) over here pretty often. And you know, they do twice as much as we do with one-third of the people because everybody... They have a say in their requirements, which we never have had. Maybe you have, but I don't know. But I never could get a say in the requirements that was... It'd be cheaper to hire (B% four spies) and drop them some place. Didn't make much difference. They could be answering requirements just as well as we could because we weren't... didn't... couldn't possibly answer most of those requirements.
- Carter:** Yes.
- Canine:** And I found out that Eric could answer a good many of my requirements without any further buildup of his outfit except I did give him a ((UNIVAC)) 1103 computer. That may be a number that you don't know. That's... was the original ERA ((Electronic Research Associates))—what is now Control...
- David:** Sperry Rand?
- Canine:** No... Sperry Rand, but the guy that did it was... What was that fellow's name that broke out of ERA and started Control Data?
- David:** CDC. ((Control Data Corporation, successor to ERA.))
- Canine:** Huh?
- David:** Control Data Corporation (B% now).
- Canine:** What was... ?
- Speakers:** ((Several unidentified speakers talking in background; too faint to discern what they are saying.))
- U/I Male:** Sure, aren't you (B% talking) about Howard Engstrom?
- U/I Male:** Howard Engstrom was...
- Canine:** Oh, no! Not Howard! Not Howard Engstrom! He's not...

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**U/I Male:** (B% He's now outside) (3-4B) Howard Engstrom of CDC.

**Canine:** I'm talk...Howard Engstrom's dead, my friend.

**David?:** (B% But he came to) the CDC.

**Canine:** CDC.

**David?:** Yeah.

**Canine:** He...

**David?:** He was a financial genius (2-3B)...

**Canine:** He was a financial genius. He didn't have anything to do with making the ((UNIVAC)) 1103. His... He... But he took most of the engineers that made the 1103 to CDC with him, if I'm not mistaken. And I'm sure you must have some CDC equipment here in the building.

**Carter:** We do.

**Canine:** That was, of course... But I can remember when we had one old computer over in B Building that some of these guys had built themselves; and two ((UNIVAC)) 1101s and two ((UNIVAC)) 1103, with those electro-static memories. Some of them didn't work.

**Carter:** Right now, our inventory is over a hundred computers, and occupies an area of about 4.9 acres (B% down the)...

**Canine:** Down in the basement? You know...

**Carter:** In the basement, yes.

**Canine:** The reason the building covers as much ground as it does was because everyday somebody would come in and said he wanted another square... "humph-dee-dumpty" square feet to put equipment down in the basement. And the only way was to finally tell the architect that he had to build a big building. Of course, I was the stupid one that ever made it above one story. Just built a basement and gone off some place and built a tower with an underground communication to this basement and... Because you walk many miles a day that I'm responsible for simply because I decided to build a three-story building.

**Carter:** Well, it's keeping me healthy, General. ((General Canine laughs.)) It gives these professional cryptologists a hard time, but I love to go down in the basement periodically and look at these computers and see acres and acres of computers—and all mine! ((Laughter heard.)) But...

**Canine:** I expect... I ex... There was a time when only the ((U.S.)) Atomic Energy ((Commission)) had more computers than we do. Have you got more than the...?

**Carter:** Oh, we've far surpassed them, yes, sir. Well, I think we have the largest complex in the world.

**Canine:** The only other people that would put up... would support me when I tried to

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get that 20 million ((dollars)) for special research to... What was I trying to get? Kilo-megacycle clock rate? Did you ever get to kilo-megacycle clock rate?

**U/I Male:** ((Very faintly in the background.)) I think you'll find that now it's pretty well industry standard. And all these sophisticated computers are now (XB).

**Canine:** We paid for that. We paid for that. The Weather Service supported me. I... There were three of us. When we went to the Bureau of the Budget to get this money, the Atomic Energy Commission... The head of the Weather Service... I don't remember...

**U/I Male:** Was it ((Dr. Francis W.)) Reichelderfer? ((Head of National Weather Service 1938-1963.))

**Canine:** I... Huh?

**U/I Male:** Reichelderfer?

**Canine:** Reichelderfer the head of the Weather Service and Canine. And we came out with 20 million. Then I had a [sic] internal fight with the Defense Department to keep them from stealing it. I finally had to go to Charlie ((Secretary of Defense Charles E. Wilson)).

**Carter:** That must be HARVEST.

**U/I Male:** (3-4G; very faint) project (3-4G)...

**Canine:** HARVEST! That's... What?

**Carter:** HARVEST.

**U/I Male:** HARVEST.

**Canine:** HARVEST!

**U/I Male:** Yeah.

**Carter:** Yes. HARVEST has now grown to where it's... has about 460 thousand transistors in it—whereas the average computer in industry carries around 60,000.

**Canine:** Hmm.

**Carter:** Its logic operates at 5 million checks a second. That's a sizeable piece of machinery.

**Canine:** That's a little better than I (B% shot at), wasn't it? Ah ((he pauses))... Yes.

**Carter:** I think...

**Canine:** That... That's...

**Carter:** I think the improvements in the computer were... the last five years...

**Canine:** The improvements... Oh...

**Carter:** Have far outclassed anything else in industry.

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**Canine:** What's the fellow's name that went to...? First, he went to work for Raytheon and then finally went back to work for whoever... Honeywell! Whoever bought Raytheon out that...

**U/I Male:** Joe Eachus?

**Canine:** Joe Eachus.

**U/I Male:** Joe Eachus, yes.

**Canine:** Now, he... there was a genius. There was a genius. Don't... I'm not saying that there aren't other geniuses here. But he could explain it so even I could understand it.

**Carter:** Well, in my case, that takes genius, I can assure you. ((Chuckling heard.))

**Canine:** Well, you don't know how stupid I was when I came out here! ((More chuckling heard.)) You... If you live... If you stay here long enough, you learn some of the words, what they mean. Don't get discouraged. You'll... You... There are certain people in this outfit—I can point them out to you—who could describe some of this stuff so that I could understand it. I wouldn't let anybody in my office to talk to me except them. I fortunately had a man that you don't have available to you. And that was Joe Wenger.

**Carter:** Yes, he's a consultant of mine, sir. He's on...

**Canine:** Oh.

**Carter:** He sits on my Scientific Advisory Board.

**Canine:** But I... All I had to do was punch a button, and he was in my office.

**Carter:** Well, I don't punch his buttons ((laughter heard)), but he's certainly been extremely helpful to me.

**Canine:** Well, I can well imagine that he would be helpful to you.

**Carter:** He can write letters that I can understand.

**Canine:** Exactly, exactly. And you'd be surprised how he can stand in front of your desk and explain some problem. And he... He could talk to... He'd talk the same language that the Englishman talked. He could converse with him. I finally got to the point where I knew some of the words, but I didn't know what they meant.

**Carter:** Did this take you about three years? Because that's the point I've reached.

**Canine:** I didn't have that much time.

**Carter:** I see.

**Canine:** I had to do it faster than that. ((Laughter heard.)) Some... And I would say maybe, what, by the end of a year, I had learned enough words and a little bit about what they meant so that I could talk to people.

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- Carter:** But, General, you have an inherent capability of recognizing a snow job.
- Canine:** Yes, I'm pretty good at that.
- Carter:** Yes, sir. ((Laughter heard.)) I'm learning a few, too, now. ((More laughter heard.))
- David?:** You know, he also introduced a lot of new words to us, like "cannonball computers" and (2-3G)." ((Chuckling heard.)) A whole lot of expressions that we never heard of before.
- U/I Male:** (B% Pack rat.)
- David?:** (XG; very faint.)
- Canine:** Well, I was a mule... That's where... That was my background—I was a mule skinner.
- U/I Male:** That's how you (XG; very faint) NSA. ((Laughter heard.))
- Canine:** But exactly! ((Laughter heard.)) Exactly! That's the first time that, in print, I've admitted it. ((More laughter heard.))
- Carter:** Well, General, I suggest we take a short break and get out from underneath these lamps.
- Canine:** Well, I would like to take my glasses off, if you don't mind. ((Chuckling heard.)) ((TR NOTE: Audio stops at this point. When it resumes, General Carter is speaking in as follows:))
- Carter:** We have found over the years that the turnover in the civilian echelon in the Pentagon is so fast—people last perhaps 18 months to two years, just enough to learn enough to get into trouble or else to get out into industry with a better paying job—that we have just decided to start a course of three days. Get these people out here and give them the entire SIGINT story as well as we can at the TOP SECRET level rather than at the Codeword level. Hopefully, then, we'll get more and more people knowing more and more about our business, and perhaps understanding why we are such a peculiar agency to start with. I wondered if you had had that problem in the early days. Of course, you didn't have the layering that we have now.
- Canine:** I don't... I simply just didn't have the layering. And when I... Charlie Wilson was the only Secretary of Defense that ever was in NSA. Each of the Deputy Secretaries of Defense I inveigled into coming over and spending—oh, I don't know—most of the day over there. I think they had lunch in my office.
- Carter:** Yes.
- Canine:** That's... I didn't have to go any farther than that. General... What was the Marine general's name...?
- Carter:** Erskine?

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**Canine:** Erskine!

**Carter:** Graves Erskine, yes.

**Canine:** Graves Erskine was theoretically the contact man for those people with me. I did a little better than that. I put one of my guys as a spy in his office.

**Carter:** I see.

**Canine:** Ah...Who was the first one? Ollie Kir...?

**U/ID Voice:** (2-3B)?

**Canine:** Huh?

**U/ID Voice:** (1-2G)?

**Canine:** No, Ersk...

**U/ID Voice:** Kirby?

**Canine:** Hugh Erskine. ((Pause here.))

**Carter:** Yes.

**Canine:** Hugh Erskine was the first one—the fellow that's in England now.

**Carter:** Yes.

**Canine:** And he was a good one because he...that name counted around there, I expect. ((Laughter heard.))

**Carter:** (B% Yes, sir.)

**Canine:** And then, I sent Lou over there. Then...

**U/ID Voice:** Ollie...

**Canine:** Ollie K...

**U/ID Voice:** Oliver Kirby.

**Canine:** Ollie Kirby probably.

**U/ID Voice:** I think you have to go back here (XG; very faint).

**Canine:** Phil was there once.

**U/ID Voice:** Just poor Lou, I think...

**Carter:** Yes. Well, that's another thing. I talked to the Deputy Secretary a couple of weeks ago about setting up a real office down there...

**Canine:** Mm hmm.

**Carter:** That perhaps I could use part-time; Lou could use part-time. We'd pick a young fellow on the make like Buff and send him down there to represent NSA.

**Canine:** You want to be sure that he hasn't got those pink socks on! ((Laughter

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heard.))

**Carter:** No, that's right. ((More laughter heard. Also several voices speaking at once.)) And really have high-level representation right in the Pentagon ((coughing heard)) because we are...

**Canine:** Well, I had it.

**Carter:** Yes.

**Canine:** I had it—somebody who spoke for me. Well, by the time Lou had... went over there, he had represented me up at Detroit and had the same authority that I would have had, had I been there...

**Carter:** Yes.

**Canine:** When we were trying to get the AFSAM-7 show on the road.

**Carter:** Mm hmm.

**Canine:** And we started from scratch on that one.

**Carter:** Well, it's a...

**Canine:** That would be an excellent thing for you to do.

**Carter:** It's a constant educational problem.

**Canine:** Is he going to let you? Is he going to let you?

**Carter:** Well, he will let me. Space is the problem. Space in the Pentagon is at a premium, just as it is everywhere else in government.

**Canine:** Ah...

**Carter:** I would *not* want to set up an office in the sub-basement.

**Canine:** No, no. We were on the E ring—on the same... on the SECDEF's floor.

**Carter:** Yes, well, that was...

**Canine:** That's what...

**Carter:** That was a great break.

**Canine:** John Magruder had... was the original contact for me in the Pentagon.

**Carter:** But you were then at Arlington Hall, weren't you?

**Canine:** I was at Arlington Hall.

**Carter:** Yes.

**Canine:** No, oh... Oh, no! I wasn't at Arlington Hall. I was at the corner of Massachusetts ((Avenue)) and Nebraska Avenue. The Navy was my landlord.

**Carter:** I see.

**David:** Well, he had both. He owned Arlington Hall.

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- Canine:** Oh, I owned Arlington Hall. I... As a matter of fact, I propped up those buildings and ((chuckling heard))... to the point where the paint was holding them up.
- U/ID Male:** You did a good job. They're still (B% propped up). ((Laughter heard.))
- Carter:** Would you remember how we happened to come out here to Fort Meade?
- Canine:** Oh, I can tell you exactly why we came out.
- Carter:** I'd be interested in that.
- Canine:** The phone rang one day, and it was the secretary in Bill Foster's office. She said, "The Secretary wants to see you—right now." And so, I went over as fast as (B% Maveretti) could get me over there. He was my driver. And I walked in and he said, "You come in here with me." And we walked into Bob Lovett's office. He said, "What is this I hear that you're going to move the AFSA to Fort Knox, Kentucky?" I said, "That's what it says in the minutes." He said, "You go down to the Joint Chiefs of Staff and tell them that I said they weren't to move to... you weren't to move to Fort Knox. And you be in here tomorrow with a recommendation of where you shall move." Well, I said, "Mr. Secretary, the first thing, even before I go down to the Joint... to Omar Bradley"—whose offices I expect is in the same place.
- Carter:** Same place, yes.
- Canine:** "I... We have in the minutes of the Joint Chiefs of Staff a prohibition of this agency being less than 25 miles from the ((Washington)) Monument. It has to be more than 25 miles from the Monument. The Air Force insisted on this." I think maybe he asked me, "Who did that?" I said, "The Air Force insisted on that," not while I was Dir... after I became Dir...
- Carter:** This was... ?
- Canine:** But this is back in Earl Stone's days. ((TR NOTE: Rear Admiral Earl E. Stone, one-time Director of Naval Communications.))
- Carter:** Presumably because of the bomb threat?
- Canine:** The bomb threat.
- Carter:** Yeah.
- Canine:** Then somebody invented a bomb that was... What was it? It was...
- Carter:** Sure.
- Canine:** Effective more than 25 miles. ((He chuckles.)) So that was kind of silly. Well, I went to the meeting. Omar said, "Canine, tell them what the Secretary told you." ((Laughter heard.)) So I told them. And I said, "I'm going back tomorrow and tell the Secretary where I recommend that they move and ((he pauses))... Are you going to have a meeting tomorrow ((he laughs)) before I go to see the Secretary?" He said, "Yes, we'll have... there'll be a meeting tomorrow morning. And General Bradley's

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secretary will call you up and tell you when we're meeting." ((He laughs.))

**Carter:** Yeah.

**Canine:** And I went to the meeting. And in the meantime, I had gotten out the... We had had a board that had surveyed where we should go. And I got it out. First time I'd even heard of it. I knew that they had had a board. And looked at it and called in everybody I could think of and get—had control over—what they thought of Place A, B, C—on down the thing. Well, it got down to the point that there were two places really available to us. It had to be Government property. I forgot to say that. It had to be Government property. There were three places actually: 1) the place that CIA is now on, which was under the control of Bureau of Roads or something like that...

**Carter:** Right.

**Canine:** And which had all the disadvantages of a... of the communications that CIA is now having. Or I could go to Fort Belvoir. Or I could go to Fort Meade. I went home and slept on it. And I went to the Chiefs meeting and I said, "I've... I'm going to suggest... I'm going to tell the Secretary that we'll go to Meade." ((He pauses.)) And everybody said, "No, you can't go to Meade," or something. I don't know. There's a great uproar in other words. And it finally died down. And Bill (B% Theckler) who was chief... CNO and he used... who used to sit on his chair... on this part of his chair and on that part of his chair. His neck was here and the... his sacroiliac was right here. ((Laughter heard.)) And his blouse was always unbuttoned. And you could tell when he was going to enter the conversation by the fact that he gradually got a little bit... using a little bit more of the chair.

**Carter:** Typical admiral.

**Canine:** Typ... ((Laughter heard.)) Well, he was my friend, my pal...

**Carter:** ((He chuckles.)) Yes.

**Canine:** All during the time that I worked for those people. ((He chuckles.)) He'd say... And he'd say, "Well, why don't we let him do it?" ((more chuckling heard))—and about that voice. Vandenburg would wake up then. And he'd say it loud enough so it... but not say anything. Not say anything. Omar would kind of perk up and Joe Collins would kind of perk up. And then, finally, somebody else would join in and say, "Well, let's him do it." And pretty much that routine occurred when I told them that I was going to recommend to the Secretary that we go to the... that we go to Meade. There's [sic] some obvious disadvantages. This is before any of the highways down...

**Carter:** Yes.

**Canine:** From Washington...

**Carter:** Right.

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- Canine:** To Quantico... past Quantico were built. And we already had this Baltimore Pike and... Well, that's... we...
- Carter:** Yeah.
- Canine:** When I went to the Secretary, he (1-2G)... I went into Bill Foster's office. He said, "Come on in here. You tell the Secretary where you're going to move." He said, "Have you...? And he said, "Wait a minute. Have the Chief... Have the Joint Chiefs approved what you said... what you're going to say?" ((He laughs.)) I said, "Yes, sir. I've been... I'm coming right from there here, and no problem." He said, "How soon can you start work?" I said, "Well, I don't know, Mr. Secretary. The Corps of Engineers will have to... We'll have to hire a cleared architect, which will either be easier or impossible. And then we'll have... I have to find a contractor. The Corps of Engineers will have to go through the usual rat race of letting the contract." And he said, "Do you know the guy that's the head of the Installations Branch of G-4 in the Army?" And I had to stop and think. I said, "Well, if I don't, I... I'll soon know him." It turned out that Dave...
- Carter:** Tully?
- Canine:** Tul... Dave Tully was...
- Carter:** Yes.
- Canine:** ((He chuckles.)) Was the guy, and I... He had been the Assistant 3<sup>rd</sup> Army Engineer all during the war.
- Carter:** Yes.
- Canine:** So I'd known him pretty well. And he said, "Well, alright. It's your problem." He said, "Now, get... Right from here, go to the Hill and see Carl Hanson... ah ((I mean)), Carl Vinson and Dick Russell. And tell them that you've changed your mind."
- Carter:** Well, as a result of this, General, Fort Meade acquired a new 18-hole golf course, at least a thousand sets of quarters, and many other attributes in support of the Agency.
- Canine:** (B% Floyd Parks) was in command out here.
- Carter:** Yes.
- Canine:** He headed 2<sup>nd</sup> Army at that point in time. And he and I had served at Fort Meade together after World War I. So this didn't hurt.
- Carter:** A great golf player.
- Canine:** A great golf player.
- Carter:** Yes.
- Canine:** You bet he was. He... There was a rule that said that no post could have more than one golf club... golf course. One day, the phone rang and it was Floyd on the phone. He said, "Come up here." Well, I don't think I could

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go that morning or afternoon or whatever it was. But I was up there within 24 hours, let's say. And he said, "If you'll get Charlie Wilson to approve two golf courses at Fort Meade as a result of all this load we're going to put up there," he said, "I'll build the course." I said, "You got room?" "Oh, well, you know I've got room." And I said, "Well, let's write the letter." So we got... called his stenographer and we dictated a letter. And I took... I knew I had some stationery—Charlie's stationery. And I went back down to ((Naval)) Security Station and gave it... the copy that we had dictated to Suzie. And I said, "Put this on Defense... on Mr. Wilson's personal stationery." ((Chuckling heard.)) And I got in my car, went over to see Mr. Wilson.

A little girl got me in—the same one that had been getting me in all the time. And I said, "Mr. Secretary, I've got something I want you to sign." He says, "Why don't you send it in here in the regular way?" I said, "I want to be here when you sign it." ((He laughs.)) And he s... And I took it out and I said, "We've got... If we move the National Security Agency to Fort Meade, we've got to something about the post. I've talked to General Parks about it, and he agrees with me. As a matter of fact, he's the one that invited my attention to the thing." And I said, "Here is the letter. But you'll have to sign, or we can't build another golf course out there. There is a regulation in the Army that you can't have but one golf course at any one post." He said, "Tell me a little more about this." So I told him the problems: how many people are going to go out and come out here, and things like that.

**Carter:** Yes.

**Canine:** And he said... And I'd already put it in front of him, and he picked up his pen and signed it. He said, "Now, don't... quit bothering me." ((Laughter heard.))

**Carter:** Good, good.

**Canine:** And I went... And he started to throw it in his out basket. I said, "Don't do that. Let me take it. ((He laughs.)) I'll deliver it to General Parks." Well, he agreed.

**Carter:** Fine. We...

**Canine:** That's how you got two golf courses here. ((More chuckling heard.))

**Carter:** Good. Well, as you see the developments here: right now, we are renting five hundred thousand square feet of additional space at Friendship Airport in an industrial complex. And we have authorized, but not funded, a new thirty-million-dollar, ten-story building to be a twin sister to our present Headquarters Building. This will give us adequate space then for the approximately 20,000 employees—officers, enlisted men and civilians—that we will have in the Agency in FY74—if we get the money, of course.

**Canine:** It's not going to be as easy...

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**Carter:** It's a very sizeable complex.

**Canine:** The money's not going to be as easy to come by as it has been.

**Carter:** No, it's getting harder and harder every day right now. I think that when the Vietnamese War is over, we will have greater freedom. In fact, they may build a building for employment purposes when the war is over. I don't know.

**Canine:** You mean, and hire 25/30,000 more people?

**Carter:** No, not for NSA.

**Canine:** Oh! Oh...

**Carter:** But just to maintain the confection trade...

**Canine:** Oh!

**Carter:** The way it should be. We... But as you can see in the developments, it's a (B% growing) organization.

**Canine:** Well, there is a plot here... On the master planning for this place, there is a plot for a...for an R&D building, let's say, let's call it for...

**Carter:** Yes.

**Canine:** For want of a better or a more accurate term. Except for the fact that there are... I imagine that least a quarter of the cost of this particular building is involved in that space that R&D is involved in. Did you know that you can go to any spot down there and get scotch or bourbon or any... anything out of... by going into that... What...? What is...? What...? What did we call it? Q-decking.

**U/I Male:** Q-floor.

**Canine:** Q... The Q-decking under that floor in... I'm not sure that we... that the whole place is not Q-decked or certain parts of this thing is Q-decked. Your building now is going... is all Q-decked, isn't it?

**U/I Male:** I think half of our building... my building... the new COMSEC building is Q-floored. I think you finally end up putting Q-flooring in all of this building to help the tremendous communication (B% problems) that we had (4-5B; blocked by General Canine speaking).

**Canine:** Mm hmm, that's right. That's what I'm... That... Now, that's my recollection.

**Carter:** Well, I'm a mar... but I'm a martini man myself, General.

**Canine:** Well, you... they got...

**Carter:** How about the scotch and bourbon? Is it...?

**Canine:** They... I'm afraid we didn't fill that pipe. ((Laughter heard.))

**Carter:** I see. ((More laughter heard.))

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**Canine:** Now, let's keep it on a high level. ((Chuckling heard.)) And I'll admit now that I was not here when they moved into this building. I had retired before they moved into...

**Carter:** I see.

**Canine:** But I was here when they dedicated it. And I was out here... Of course, we moved into the barracks up there as... and used them as offices.

**Carter:** Well, now, we're in the three-story building now.

**Canine:** You're in the three-story building? This is the...?

**Carter:** This is the one you built.

**Canine:** This is the...? Oh! This is the one I built? This...?

**Carter:** But you came out for the dedication of the *nine*-story building, if you recall.

**Canine:** Well, yes, but I was...

**Carter:** In fact, you dedicated it.

**Canine:** Yes, I... Thanks to you.

**Carter:** And Missus...

**Canine:** I think you gave me the privilege. And Mrs. Canine was with me.

**Carter:** Mrs. Canine pulled the cord.

**Canine:** That... that's right. But I was also out here when this building was finally occupied. General Samford asked...

**Carter:** I see.

**Canine:** Invited me out. And I was out here fairly often in those days. I hadn't... I knew more about the Agency than I know now, as you find me talking. I have to stop and recollect what I did in some cases. And so, I'm not much help to you. But the... We plotted the location for ultimately three buildings after this one out here. Now, I don't remember where they were and I don't know whether anybody has a copy of that. I may have left it in the center drawer of my desk. ((He chuckles.))

**Carter:** It's probably still there. ((More chuckling heard.))

**Canine:** Ah...

**Carter:** Well, one of those is the COMSEC Building.

**Canine:** One of those is the COM... One of them is this building. ((He pauses.)) No! This was not on it. I'm not so sure now that there is... that this building... I mean, the Headquarters Building...

**Carter:** Yes.

**Canine:** Doesn't occupy the space that we had allocated to the other one. Somebody whose memory is better than mine... If Suzie were... Suzie would know! ((Chuckling heard in background.))

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- Carter:** Fine, we'll check with her.
- Canine:** Check with Suzie, and ask her if I left it in the center drawer of my desk ((laughter heard)) because she cleaned that out.
- Carter:** You mentioned the regulation against having two golf courses.
- Canine:** Mm hmm.
- Carter:** There's also a regulation against having two flags flying on an Army post. There must be only the one flag. But we have beaten that and have a flag pole in front of the building and...
- Canine:** Did you ask anybody?
- Carter:** No, we didn't ask anybody.
- Canine:** Well, I was going to say ((laughter heard))...
- Carter:** No.
- Canine:** I found out, I would say, by the end of... pretty soon after Bob Lovett went back to Southern... to Brown Brothers and Harriman ((Brown Brothers Harriman and Company))... or whatever that banking firm that he owned... After I'd been in Mr. Wilson's office a few times, it was better not to ask him, nor even tell him, what I'd been doing. Sometimes I told General Erskine. Sometimes he'd asked me what I had been doing. But I found out that you... the less you told over in that squirrel cage ((laughter heard)), the better off you were. I give you that as an... as the best advice I could possibly give you.
- Carter:** That's truly the word of Isaiah. ((More laughter heard.)) Yes, sir, we follow that here—unless you can be thrown into jail for violating a law, or unless you are involving a sum of money which you can't personally pay for if somebody catches up on you.
- Canine:** I took care of that particular thing by going to Bob Sikes. And I usually had a letter already written on his stationery, which I managed to provide myself with, because my recollection is one of his administrative assistants... Well, I'm not so sure John Sullivan didn't get it for me. He was my liaison officer. I would have a letter written. And he'd say, "Well, I'll write you a letter and tell you that," when I wanted to swap funds. You couldn't swap personnel funds for any other kind without a letter from Bob Sikes.
- Carter:** I see.
- Canine:** Is that still the rule?
- Carter:** It's still the rule, but the determinations are made in the Pentagon in large measure.
- Canine:** Oh, well, I made them. I made them. I made them. It's like the time we found the spy that we had. Or not the... They it a... called him a spy. He was a pretty poor spy because he... we...

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**David?:** Petersen.

**Canine:** Petersen! ((Joseph Sydney Petersen, Jr.))

**U/I Male:** The first one.

**Canine:** Our first one. The first thing that I did was go up on the Hill. I didn't go at the Pentagon. I went up on the Hill and told Dick Russell, Carl Vinson, George Mahon and old man Hayden that we had a spy, and that we were taking care of it—it was under control; that the Federal... that the Bureau ((FBI) had al... we had already called the Bureau in. And then, I went over to the Pentagon and told them. And they said, "Why, we must tell the Hill about that." I said, "I've already been..." Oh, but... Oh, I haven't told all the story. What was the name of the Secretary of the Army that... from Michigan? Was governor of Michigan.

**Carter:** Oh, Brucker!

**Canine:** Brucker! Brucker was General...

**Carter:** Wilber Brucker.

**Canine:** Wilber Brucker was ((Department of Defense)) General Counsel.

**Carter:** I see.

**Canine:** So I went in and told Wilber Brucker, and he said, "Well, you better go and tell the Secretary this." I said, "Well, why don't you go *with* me and tell him ((he chuckles))? Tell him that I've come in and told you." And he did. That's how they found out about it.

**Carter:** Well, I envy you the freedom of action in those days.

**Canine:** Well...

**Carter:** Well, one of the other problems, of course, is the tremendous organization that has been established in the last seven years...

**Canine:** Oh, yes, that's right.

**Carter:** In the Pentagon. I worked for Mr. Lovett, and I recall very well ((chuckling heard)) how he ran the Department of Defense without a lot of accountants and budgeteers and comptroller types.

**Canine:** That's right. He and Bill Foster just ran it.

**Carter:** Yes, sir, they ran it. ((He pauses here.)) You have a very remarkable memory, General. And I think that if you can spend the time, we would like to continue this series because, historically, it's going to be a tremendous asset.

**Canine:** I'm at your... I'm at... I am... I owe this outfit for tolerating me as long as they did, but...

**Carter:** Well, don't put any ideas in their head, General, because ((laughter heard)) ...

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**Canine:** I owe them something, and whatever you want me to do... I've been available ever since I retired to the Director out here. I... When General Samford was here, I... He, of course, had served under me.

**Carter:** Yes, sir.

**Canine:** And he used to call me up and ask for a list... ask me to look over his list. Well, I often would draw red lines through them when he was promoting people.

**Carter:** Yes.

**Canine:** I finally found out that he never paid any attention to it. ((Chuckling heard.)) He took some people off the list, but they were the ones that I had left on there. ((More laughter heard.))

**Carter:** Well, that black book you gave me when I first came over here has been extremely helpful in handling some of these "recalcitrants"! ((They laugh.))

**Canine:** Well...

**Carter:** Well, I want to thank you again, General. And we will continue to conduct this series of you...

**Canine:** You just... Well, you just call on me whenever you want me...

**Carter:** Fine.

**Canine:** Within reason. Don't ask me to come out two days in succession.

**Carter:** No, sir.

**Canine:** After all, I'm retired and I ((laughter heard))... I don't want to get in the habit of going to reveille again. ((More laughter heard.))

**Carter:** Okay, sir, fine. Thank you very much, sir.

**David:** (3-4G; very faintly in the background)...

//////////////////////////////////End of transcript//////////////////////////////////